

Ref #	Hits	Search Query	DBs	Default Operator	Plurals	Time Stamp
S57	131	(performance near (feedback or review)) and (employer or employee or worker or coworker or peer)	USPAT	OR	ON	2005/10/12 11:11
S56	799	performance near (feedback or review)	USPAT	OR	ON	2005/10/12 11:10
S55	85	("360" near degree) with (feedback or review)	USPAT	OR	ON	2005/10/12 11:10
S54	46	"360" near (feedback or review)	USPAT	OR	ON	2005/10/12 09:13
S53	3	((peer) near (feedback))	USPAT	OR	ON	2005/10/12 09:12
S52	0	((peer) near (feedback)) with (approve\$ or allow\$ or authoriz\$ or consent or permit or permission or accept\$)	USPAT	OR	ON	2005/10/12 09:11
S51	11	((peer) near (apprais\$ or assess\$ or evaluat\$ or judg\$ or valu\$ or grade or rank or rate or rating)) with (approve\$ or allow\$ or authoriz\$ or consent or permit or permission or accept\$)	USPAT	OR	ON	2005/10/12 09:11
S42	58	((employee or worker or coworker) near (apprais\$ or assess\$ or evaluat\$ or judg\$ or valu\$ or grade or rank or rate or rating)) with (approve\$ or allow\$ or authoriz\$ or consent or permit or permission or accept\$)	USPAT	OR	ON	2005/10/12 09:10
S50	102	(employee or worker) with (skill or performance) with monitoring	USPAT	OR	ON	2005/10/12 09:01
S36	52	((employee or worker) near (opinion or evaluat\$ or assess\$ or rate or rating or review)) with (skill or performance)	USPAT	OR	ON	2005/10/12 09:01
S49	6	("5991595"   "6052512"   "6259890"   "6442370"   "6539404"   "6615182"). PN.	US-PGPUB; USPAT; USOCR	OR	OFF	2005/10/12 09:00
S48	20	((employee or worker or coworker) near (feedback)) and (approve\$ or allow\$ or authoriz\$ or consent or permit or permission or accept\$)	USPAT	OR	ON	2005/10/12 08:57
S47	2	((employee or worker or coworker) near (feedback)) with (approve\$ or allow\$ or authoriz\$ or consent or permit or permission or accept\$)	USPAT	OR	ON	2005/10/12 08:57
S46	136	((employee or worker or coworker) with (feedback))	USPAT	OR	ON	2005/10/12 08:57
S45	0	((employee or worker or coworker) with (feedback)) with approv\$	USPAT	OR	ON	2005/10/12 08:57
S44	0	((employee or worker or coworker) near (feedback)) with approv\$	USPAT	OR	ON	2005/10/12 08:56

S43	4	((employee or worker or coworker) near (apprais\$ or assess\$ or evaluat\$ or judg\$ or valu\$ or grade or rank or rate or rating)) with approv\$	USPAT	OR	ON	2005/10/12 08:56
S41	525	S40 and (approve\$ or allow\$ or authoriz\$ or consent or permit or permission or accept\$)	USPAT	OR	ON	2005/10/12 07:00
S40	579	(employee or worker or coworker) near (apprais\$ or assess\$ or evaluat\$ or judg\$ or valu\$ or grade or rank or rate or rating)	USPAT	OR	ON	2005/10/12 07:00
S39	4	(employee or worker) near appraisal	USPAT	OR	ON	2005/10/12 06:57
S38	11	("5103498"   "5220500"   "5485544"   "5701400"   "5787234"   "5787416"   "5809317"   "5818435"   "5933140"   "6081786"   "6101488").PN.	US-PGPUB; USPAT; USOCR	OR	OFF	2005/10/12 06:45
S37	0	("6853975").URPN.	USPAT	OR	OFF	2005/10/12 06:42
S35	15	(coworker or employee) near (rating or scoring)	USPAT	OR	ON	2005/10/11 16:11
S33	73	(coworker or employee) near (evaluation or assessment or review)	USPAT	OR	ON	2005/10/11 16:10
S34	6	("4829297"   "5737626"   "5764856"   "5799311"   "6151565"   "6209019").PN.	US-PGPUB; USPAT; USOCR	OR	OFF	2005/10/11 16:07
S30	390	(coworker or employee) with (evaluation or assessment or review)	USPAT	OR	ON	2005/10/11 15:50
S32	28	705/1.cor. and (evaluation or assessment or rating) and (employee or coworker)	USPAT	OR	ON	2005/10/11 15:49
S31	42	(coworker or employee) with (evaluation or assessment or review) with performance	USPAT	OR	ON	2005/10/11 15:16
S27	0	volunteer with (coworker or employee) with (evaluation or assessment or review)	USPAT	OR	ON	2005/10/11 15:00
S29	41	705/11.cor.	USPAT	OR	OFF	2005/10/11 14:55
S18	40	705/11.cor.	USPAT	OR	OFF	2005/10/11 14:55
S28	24	select\$ with (coworker or employee) with (evaluation or assessment or review)	USPAT	OR	ON	2005/10/11 14:49
S26	12	employee with performance with review	USPAT	OR	OFF	2005/10/11 14:49
S25	6	("5991595"   "6052512"   "6259890"   "6442370"   "6539404"   "6615182").PN.	US-PGPUB; USPAT; USOCR	OR	OFF	2005/10/11 14:33

S24	10	("4671772"   "5602982"   "5795155"   "5924072"   "5926794"   "5987443"   "5991595"   "6085184"   "6119097"   "6457975").PN.	US-PGPUB; USPAT; USOCR	OR	OFF	2005/10/11 14:08
S23	6	("5991595"   "6052512"   "6259890"   "6442370"   "6539404"   "6615182").PN.	US-PGPUB; USPAT; USOCR	OR	OFF	2005/09/30 14:57
S22	132	employee near (performance or evaluation or assessment)	USPAT	OR	OFF	2005/09/30 14:54
S21	36	(coworker or peer) near (performance or evaluation or assessment)	USPAT	OR	OFF	2005/09/30 14:54
S20	44	employment near (performance or evaluation or assessment)	USPAT	OR	OFF	2005/09/30 14:52
S19	10	("4671772"   "5602982"   "5795155"   "5924072"   "5926794"   "5987443"   "5991595"   "6085184"   "6119097"   "6457975").PN.	US-PGPUB; USPAT; USOCR	OR	OFF	2005/09/30 14:50

b fulltext1, fulltext2

12oct05 06:57:56 User268077 Session D275.1  
\$0.00 0.211 DialUnits FileHomeBase  
\$0.00 Estimated cost FileHomeBase  
\$0.02 TELNET  
\$0.02 Estimated cost this search  
\$0.02 Estimated total session cost 0.211 DialUnits

SYSTEM:OS - DIALOG OneSearch

File 15:ABI/Inform(R) 1971-2005/Oct 11  
(c) 2005 ProQuest Info&Learning  
File 16:Gale Group PROMT(R) 1990-2005/Oct 11  
(c) 2005 The Gale Group  
File 148:Gale Group Trade & Industry DB 1976-2005/Oct 12  
(c) 2005 The Gale Group  
File 160:Gale Group PROMT(R) 1972-1989  
(c) 1999 The Gale Group  
File 275:Gale Group Computer DB(TM) 1983-2005/Oct 11  
(c) 2005 The Gale Group  
File 621:Gale Group New Prod. Annou. (R) 1985-2005/Oct 12  
(c) 2005 The Gale Group  
File 9:Business & Industry(R) Jul/1994-2005/Oct 11  
(c) 2005 The Gale Group  
File 20:Dialog Global Reporter 1997-2005/Oct 12  
(c) 2005 Dialog  
File 476:Financial Times Fulltext 1982-2005/Oct 12  
(c) 2005 Financial Times Ltd  
File 610:Business Wire 1999-2005/Oct 12  
(c) 2005 Business Wire.  
**\*File 610: File 610 now contains data from 3/99 forward.**  
Archive data (1986-2/99) is available in File 810.  
File 613:PR Newswire 1999-2005/Oct 12  
(c) 2005 PR Newswire Association Inc  
**\*File 613: File 613 now contains data from 5/99 forward..**  
Archive data (1987-4/99) is available in File 813.  
File 624:McGraw-Hill Publications 1985-2005/Oct 11  
(c) 2005 McGraw-Hill Co. Inc  
**\*File 624: Homeland Security & Defense and 9 Platt energy journals added**  
Please see HELP NEWS624 for more  
File 634:San Jose Mercury Jun 1985-2005/Oct 11  
(c) 2005 San Jose Mercury News  
File 636:Gale Group Newsletter DB(TM) 1987-2005/Oct 11  
(c) 2005 The Gale Group  
File 810:Business Wire 1986-1999/Feb 28  
(c) 1999 Business Wire  
File 813:PR Newswire 1987-1999/Apr 30  
(c) 1999 PR Newswire Association Inc

10-12-05

Set	Items	Description
S1	53512	(EMPLOYEE OR WORKER OR COWORKER) (S) (APPRAIS??? OR ASSESS- ????? OR EVALUAT???? OR JUDG???? OR VALU????? OR GRADE OR RANK OR RATE OR RATING) (S) (APPROV?? OR ALLOW???? OR AUTHORIZ???- ?? OR CONSENT OR PERMIT OR PERMISSION OR ACCEPT????)
S2	8066	(EMPLOYEE OR WORKER OR COWORKER) (5N) (REVIEW OR APPRAIS??? OR ASSESS????? OR EVALUAT???? OR JUDG???? OR VALU????? OR GR- ADE OR RANK OR RATE OR RATING) (S) (APPROV?? OR ALLOW???? OR - AUTHORIZ????? OR CONSENT OR PERMIT OR PERMISSION OR ACCEPT???- ?)
S3	840	(EMPLOYEE OR WORKER OR COWORKER) (5N) (REVIEW OR APPRAIS??? OR ASSESS????? OR EVALUAT???? OR RATE OR RATING) (S) (APPROV- ?? OR AUTHORIZ?????)
S4	514	S3 NOT PY>2001 ?

S1	29	(EMPLOYEE OR WORKER OR COWORKER) (5N) (FEEDBACK) (S) (APPR- OV?? OR AUTHORIZ?????)
S2	22	RD S1 (unique items)
S3	13	S2 NOT PY>2001
? t s3/3,k all		

*JP 107285*

3/3,K/1 (Item 1 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01748572 03-99562  
**Collaborative solutions**  
Irving, Susan  
Manufacturing Systems v16n10 PP: 92-108 Oct 1998  
ISSN: 0748-948X JRNL CODE: MFS  
WORD COUNT: 4783

...TEXT: and participated on the team in a part-time capacity.

"After the pilot, we solicited **employee feedback** ," Crisara says.  
"The  
comments we heard were, 'If you take Notes away from me, it...was our  
expenditure, our decision," Crisara says, so the purchase did not have  
to  
be **approved** by the entire organization.

It's catching on

In 1993, after the pilot project, Lotus...

3/3,K/2 (Item 2 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01597864 02-48853  
**Managing nurse managers: What is the secret?**  
Longenecker, Paul D  
Nursing Management v29n3 PP: 35-37 Mar 1998  
ISSN: 0744-6314 JRNL CODE: NSM  
WORD COUNT: 1808

...TEXT: reviewed on a routine basis.

People deserve to be treated with respect and require others' **approval**  
to  
stimulate growth. The extraordinary should not have to occur before  
praising an **employee** . Timely, direct **feedback** on a routine basis is  
the  
key to managerial growth.

A well-defined performance appraisal...

3/3,K/3 (Item 3 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01430555 00-81542  
**The reinvention trail: An account of one state agency's quality  
journey**  
Klagge, Jay

Public Administration Quarterly v20n4 PP: 433-448 Winter 1997  
ISSN: 0734-9149 JRNL CODE: SRP  
WORD COUNT: 5437

...TEXT: the tools, and to seek to work together. It's really that simple!

6. Institute **feedback** loops from all. Every **employee**, supplier, client, customer, partner, and **authorizing** agent should be given an opportunity to assess your organization's performance. Pay attention to...

3/3,K/4 (Item 4 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00713205 93-62426  
**Memorial Medical Center takes a holistic approach to organizational transformation**  
Penrod, Phil; Freeman, Connie  
National Productivity Review v12n3 PP: 403-416 Summer 1993  
ISSN: 0277-8556 JRNL CODE: NLP  
WORD COUNT: 4338

...TEXT: response times, operating costs have been reduced by approximately \$153,000 annually through reductions in **authorized** staffing, overtime, and agency staffing. Errors, such as missing or wrong instruments, have also been reduced.. A new organizational structure has reduced management and decentralized decision making. **Employee feedback** sessions have proven successful in effectively minimizing the trauma of the organizational changes.

Memorial has...

3/3,K/5 (Item 5 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00190820 83-02381  
**Employers Improve Benefit Communications**  
McIntyre, Kathryn J.  
Business Insurance v16n52 PP: 1, 12 Dec 27, 1982  
ISSN: 0007-6864 JRNL CODE: BIN

...ABSTRACT: personnel, although 31 employers use a consultant. Communications costs vary greatly. Nearly all respondents claimed **employee feedback** suggests that employees **approve** of their communications efforts. However, not all employers are sure they can succeed in explaining...

3/3,K/6 (Item 6 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00169047 82-10608  
**Management Responds to Employee Questions**  
Zippo, Mary  
Personnel v59n2 PP: 60-62 Mar/Apr 1982  
ISSN: 0031-5702 JRNL CODE: PER

...ABSTRACT: New Mexico) set up its 'Feedback' program 9 years ago to deal with problems of **employee** /management communications. **Feedback** 's objectives were to: 1. inform employees of company policies and goals, 2. provide an **authorized** channel of communications, 3. demonstrate management's concerns for employees, 4. answer questions line supervisors  
...

3/3,K/7 (Item 1 from file: 16)  
DIALOG(R)File 16:Gale Group PROMT(R)  
(c) 2005 The Gale Group. All rts. reserv.

06045371 Supplier Number: 53571566 (USE FORMAT 7 FOR FULLTEXT)  
**FORUM CENTER ANSWERS CALL FOR MORE TRAINING SERVICES. (Forum Conference and Education Center)**  
HOBAN, JEANNE  
Crain's Cleveland Business, p38(1)  
Nov 2, 1998  
Language: English Record Type: Fulltext  
Document Type: Magazine/Journal; Tabloid; Trade  
Word Count: 739

... its meeting space, including a 400-seat auditorium, to area companies for programs that include **employee** training. In response to **feedback** from clients, the Forum this fall has added a customized program, dubbed Creative Alternatives, that offers training from 18 Forum-**approved** trainers and eliminates clients' need to search for a training firm.  
`We were getting more...

3/3,K/8 (Item 1 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

08340126 SUPPLIER NUMBER: 17878984 (USE FORMAT 7 OR 9 FOR FULL TEXT)  
**Writing job descriptions that work.**  
Degner, Jim  
Credit Union Executive, v35, n6, p13(5)  
Nov-Dec, 1995



ISSN: 0011-1058      LANGUAGE: English      RECORD TYPE: Fulltext;  
Abstract  
WORD COUNT:    2431      LINE COUNT:    00216

...      and supervisor provide feedback, the coordinator should  
finalize  
the job description and seek necessary internal **approval** . Also,  
consult  
your attorney to double-check compliance with applicable laws and close  
any  
loopholes...

3/3,K/9      (Item 2 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

07312676      SUPPLIER NUMBER: 15669955      (USE FORMAT 7 OR 9 FOR FULL  
TEXT)

**How to manage human performance.**

Galpin, Timothy  
Employment Relations Today, v21, n2, p207(19)  
Summer, 1994

ISSN: 0745-7790      LANGUAGE: ENGLISH      RECORD TYPE: FULLTEXT;  
ABSTRACT  
WORD COUNT:    7452      LINE COUNT:    00572

...      does not have to be formal; it is often spontaneous. Third,  
executives can lend their **approval** to rewards and take part in  
recognition presentations. Fourth, senior management should encourage  
others to...

3/3,K/10      (Item 3 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

05567945      SUPPLIER NUMBER: 11761805      (USE FORMAT 7 OR 9 FOR FULL  
TEXT)

**Give employees a say. (personnel management in Brown Printing  
Co.)(Finishing Operations)**

Petersen, Debbie  
American Printer, v208, n3, p54(4)  
Dec, 1991

ISSN: 0744-6616      LANGUAGE: ENGLISH      RECORD TYPE: FULLTEXT  
WORD COUNT:    1978      LINE COUNT:    00162

...      committee, project team, initial design, design review, final  
design and implementation--each step centers around **employee  
feedback** .

To rouse workers' interest, the firm posts open invitations for  
committees  
or project teams. Luckily...

3/3,K/11      (Item 4 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB

(c)2005 The Gale Group. All rts. reserv.

04108620 SUPPLIER NUMBER: 07979313 (USE FORMAT 7 OR 9 FOR FULL TEXT)

**A customer relations strategy for health care employee relations.**

MacStravic, Scott

Hospital & Health Services Administration, v34, n3, p397(15)

Fall, 1989

ISSN: 8750-3735 LANGUAGE: ENGLISH RECORD TYPE: FULLTEXT

WORD COUNT: 5836 LINE COUNT: 00483

... the immediate supervisor will be charged with developing and implementing effective responses. Where responses require **approval** or resources-allocation support higher up, the supervisor may submit a response plan for **approval**. Where all necessary responses can be implemented by the supervisor or manager concerned, prior submission and

**approval** are optional. By supplying **employee feedback** and identifying

the pattern as a significant problem, the supervisor or manager's own superior...

3/3,K/12 (Item 5 from file: 148)

DIALOG(R)File 148:Gale Group Trade & Industry DB

(c)2005 The Gale Group. All rts. reserv.

03714565 SUPPLIER NUMBER: 07110881 (USE FORMAT 7 OR 9 FOR FULL TEXT)

**Temporary help is an asset to auditors.**

Fernberg, Patricia M.

Modern Office Technology, v33, n11, p92(3)

Nov, 1988

ISSN: 0746-3839 LANGUAGE: ENGLISH RECORD TYPE: FULLTEXT

WORD COUNT: 1755 LINE COUNT: 00129

... assignment is made by the temporary firm, and both Norrell and Arthur Young actively solicit **feedback** from both the temporary **employee**

and the supervisor.

This system has worked like a charm for Arthur Young's Washington...

3/3,K/13 (Item 1 from file: 20)

DIALOG(R)File 20:Dialog Global Reporter

(c) 2005 Dialog. All rts. reserv.

20293374 (USE FORMAT 7 OR 9 FOR FULLTEXT)

**Bank of Nova Scotia - Final Results**

NEW RNS

December 06, 2001

JOURNAL CODE: WRNS LANGUAGE: English RECORD TYPE: FULLTEXT

WORD COUNT: 5557

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... been surveying our employees for many years, and have made it a priority to use **employee feedback** to guide strategies and enhance our employment relationships. For example, we introduced a new process...  
?

Set	Items	Description
S1	29	(EMPLOYEE OR WORKER OR COWORKER) (5N) (FEEDBACK) (S)
(APPR- OV?? OR AUTHORIZ?????)		
S2	22	RD S1 (unique items)
S3	13	S2 NOT PY>2001
S4	2140	360 (N) DEGREE (3N) FEEDBACK
S5	67	S4 AND VOLUNTEER
S6	51	RD S5 (unique items)
S7	32	S6 NOT PY>2001
S8	32	Sort S7/ALL/PY
? t s8/3,k/all		

JS 10/2/05

8/3,K/1 (Item 1 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00647229 92-62169  
**Marketing Yourself as "Me, Inc."**  
McDermott, Lynda C.  
Training & Development v46n9 PP: 77-87 Sep 1992  
ISSN: 1055-9760 JRNL CODE: STD  
WORD COUNT: 5361

...TEXT: say you're going to do, and do more than you're expected to do.

**Volunteer** for special projects.

\* Return all phone calls within 24 hours (maximum).

\* Treat everyone with respect...

...the opportunity to get feedback from their employees, bosses, and colleagues (often referred to as " 360 - degree feedback ") using survey-feedback instruments such as the "Management Effectiveness Analysis" and the "Leadership Effectiveness Analysis" from the Management...

8/3,K/2 (Item 2 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01082855 97-32249  
**Know thyself ... and change if necessary**  
Alexander, John  
Credit Union Management v18n1 PP: 10-12 Jan 1995  
ISSN: 0273-9267 JRNL CODE: CUM  
WORD COUNT: 1297

...TEXT: executives receiving candid feedback on how their own behavioral style affects others. This is called " 360 - degree feedback ," because ideally it comes from every direction -- boss, peers and subordinates.

But because not everyone...preventing your point of view from being heard, think of ways to be more assertive. **Volunteer** for assignments on smaller committees that give you an opportunity to work on communication or...

8/3,K/3 (Item 3 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01045973 96-95366  
**How fun flies at Southwest Airlines**

Sunoo, Brenda Paik  
Personnel Journal v74n6 PP: 62-73 Jun 1995  
ISSN: 0031-5745 JRNL CODE: PEJ  
WORD COUNT: 5069

...TEXT: department within the company. At the conclusion of the program,  
the candidate is provided with **360 - degree performance feedback** from  
the various department heads, peers and subordinates. "[He or she]  
receives  
information about how...

...obligates her to attend four annual meetings to discuss customer service. All of the participants **volunteer** their time. "It's the only committee I've been on where everyone is active...

8/3,K/4 (Item 4 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00969937 96-19330  
**Reengineering: Plug into the human factor**  
Wellins, Richard S; Murphy, Julie Schulz  
Training & Development v49n1 PP: 33-37 Jan 1995  
ISSN: 1055-9760 JRNL CODE: STD  
WORD COUNT: 3202

...TEXT: successful in a reengineered organization, HR specialists can focus on the following:

- \* Provide leaders with **360 - degree feedback** to help them identify their developmental needs and strengths. Focus on skills and behaviors that  
...active role. Show where you can provide critical support to the organization's change efforts. **Volunteer** to be on reengineering teams,  
especially those involved in implementation.

- \* Practice what your organization is...

8/3,K/5 (Item 5 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02327617 86920601  
**Multi-source feedback: seven recommendations**  
Dennis E. Coates  
Career Development International v1n3 PP: 32-36 1996  
JRNL CODE: CDVT  
WORD COUNT: 3482

...TEXT: for her programme."

I have been involved in the research and development of multi-source (

360

- **degree** ) **feedback** systems since 1989. During that period I have become thoroughly familiar with the innovations taking...One of the best approaches is to conduct pilot assessment projects with senior executives and **volunteer** groups, so that everyone can see how the process is handled.

Stability

The validity of...

8/3,K/6 (Item 6 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01231006 98-80401  
**Developing leaders in an era of change**  
Harris, Robert L  
Executive Speeches v10n6 PP: 19-20 Jun/Jul 1996  
ISSN: 0888-4110 JRNL CODE: EXS  
WORD COUNT: 1709

...TEXT: they help themselves. Employees participate in this effort by getting involved in PG&E sponsored **volunteer** activities such as mentoring programs, tree plantings, Christmas in April and many others.

We also...

...recognition programs. Our Community Service Award program provides grants to nonprofit organizations where our employees **volunteer**. More than 600 of these grants were made in 1995.

The Mielke Awards program recognizes...at an early date.

A recent addition to our development program is use of the **360 - degree feedback** system in which we seek the evaluations from a variety of employees who work alongside...

8/3,K/7 (Item 7 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

08863806 SUPPLIER NUMBER: 18441765  
**The Pepsi challenge: building a leader-driven organization. (includes related articles)**  
Tichy, Noel M.; DeRose, Christopher  
Training & Development, v50, n5, p58(9)  
May, 1996  
ISSN: 1055-9760 LANGUAGE: English RECORD TYPE: Fulltext;  
Abstract  
WORD COUNT: 6833 LINE COUNT: 00548

... dramatically affect revenue, quality, cost, or customer satisfaction. As preparation, all of the executives receive 360 - degree feedback on their leadership styles. Then, they're ready for Enrico's boot camp.

During the... Russell realized that the true interest in the program was low. Russell had seen people volunteer to attend the program whenever the senior executive raised the idea. But there was no...

8/3,K/8 (Item 8 from file: 15)  
DIALOG(R) File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02426438 117542119

360 degree feedback : its role in employee development  
Garavan, Thomas N.; Morley, Michael; Flynn, Mary  
Journal of Management Development v16n2 PP: 134 1997  
ISSN: 0262-1711 JRNL CODE: JMD  
WORD COUNT: 5968

360 degree feedback : its role in employee development

...ABSTRACT: feedback in organizations is typically constrained. Numerous suggestions have been put forward to free up feedback channels-- 360 degree feedback is one such mechanism. Garavan et al focus on 360 degree feedback which is defined as a contrived method of providing a flow of feedback to employees...

...and the individuals involved; the mechanisms used to obtain feedback;  
and, finally, the pitfalls of 360 degree feedback .  
...TEXT: in organizations is typically constrained[1]. Numerous suggestions have been put forward to free up feedback channels - 360 degree feedback is one such mechanism. The focus of this article is on 360 degree feedback which is defined as a contrived method of providing a flow of feedback to employees...

...and the individuals involved; the mechanisms used to obtain feedback;  
and, finally, the pitfalls of 360 degree feedback and its implementation.

Defining 360 degree feedback

Three-hundred-and-sixty degree feedback; multi-rater feedback; upward appraisal; co-worker feedback; multi...

...who founded or invented this process and, according to Moses et



al. [2],  
the term " 360 degree feedback " is misleading as it suggests a  
newly  
discovered concept, whereas they argue that perceptions of...

...available as long as there have been people to observe them. Their  
argument suggests that 360 degree feedback is a case of "old wine  
in  
new bottles"; the process has always existed within organizations but  
lately has developed the new label of 360 degree feedback .

Whether it is old wine or new wine, the bottle is certainly new and  
360  
degree feedback 's use by organizations is on the increase. It is  
estimated that American companies spent...

...development purposes in 1992 [3]. According to Van Veslor et al. [4],  
the  
number of 360 degree feedback instruments has increased  
significantly  
in the past 15 years. Nowack [5] presents a useful summary of some of  
the  
reasons for the increased use of 360 degree feedback in  
organizations:

a need for a cost-effective alternative to assessment centres;  
the increasing availability...

...face of technological change, competitive challenges and increased  
workforce diversity.

The individuals involved in the 360 degree feedback process

Tornow [6] highlights the important participants in the 360 degree  
feedback process as the supervisor, peers, subordinates and self.  
Although

Tornow includes the customer as one of the sources of feedback , in  
his  
definition of 360 degree feedback the customer is missing from  
the  
tools of feedback. This, according to London and Beatty...  
...customer can add value to the organization and increase its  
competitive  
advantage.

What essentially differentiates 360 degree feedback from the  
traditional top-down feedback is its multiple sources.  
Three-hundred-and-sixty degree...

...information about many leadership behaviours than supervisors have.  
Van  
Veslor et al. [4] argue that 360 degree feedback gives managers  
the  
opportunity to rate themselves in a variety of performance domains and,  
through...

...8] recommends that family, spouses, or friends should also be included as a tool of 360 degree feedback . The employee receiving the feedback must volunteer or agree to do so. The employee may also choose his/her own raters. According...

...research evidence suggests that managers will usually choose their immediate subordinates[4, 7, 9, 10].

**360 degree feedback** : the organizational and individual perspectives  
The use of 360 degree feedback can be examined from two perspectives  
- the organizational and the individual perspective. From the organizational...the organization as an input to the performance appraisal system.

From the individual's perspective, 360 degree feedback can be used in the following ways:

It can aid employees in improving weak or...

...hear and only a fraction of managers have a good grasp of their own abilities.

**360 degree feedback** performance appraisal and employee development

There appears to be conflicting views as to the use of 360 degree feedback within the performance appraisal process. Bernardin et al.[16] stated that some companies quietly have...

...to link upward appraisals with pay, promotion and bonuses.

O'Reilly[11] suggests that, when 360 degree feedback is used for development purposes, scores from raters turn out remarkably similar, but when used...

...appraisal ultimately can undermine it.

London and Beatty[7] also suspect a bias leniency when 360 degree feedback is used in conjunction with performance appraisal. They recommend that, when the feedback is used...

...London and Beatty[7], on the other hand, suggest using an introductory strategy which involves 360 degree feedback for development for several years before using it as an input to supervisory evaluations and

decisions about pay and promotion.

### **360 degree feedback instruments**

The available research evidence suggests that **360 degree feedback** mechanisms consist primarily of questionnaires which can either be designed in-house or purchased off...

...questionnaire can be very useful to the organization in such a situation.

The benefits of **360 degree feedback**

There is extensive literature highlighting the benefits of **360 degree feedback**. Hazucha et al. [20] state that the popularity of **360 degree feedback** is understood easily because of the multiple benefits which it confers.

Organizational benefits most often...when evaluating the feedback.

### **Self and rater discrepancies**

One of the often cited advantages of **360 degree feedback** is that it provides the opportunity for individuals who are being rated to compare their...

...survey comparing skill levels of managers which occurred two years following the managers' participation in **360 degree feedback** results with the results of a second **360 degree feedback** carried out two years later. They found that the participants' self-ratings were more consistent...

...that person[5]. Many writers highlight the importance of follow through as part of the **360 degree feedback** process[18, 20, 29]. Fedor et al. [29] stated that performance feedback, once received by...follow through process.

Kalpan[8] goes so far as to suggest boosting the power of **360 degree feedback** by including such things as information on the individual's personal life, involving spouses, family...

...as well as standard ratings of results. He views this as the next generation of **360 degree feedback**.

### **Anonymity**

Although it can be argued that identifying feedback sources enables the recipient directly to...

...individuals involved. Bracken[17] suggests at least three raters as

a  
minimum.

Individuals must also **volunteer** to participate in the 360 degree process,  
as mandatory participation may encourage inaccurate responses.  
According...  
...confidentiality of responses is a way to encourage subordinates to take  
part in the 360 **degree** process.

The drawbacks of 360 **degree** **feedback**

A significant critique of 360 **degree** **feedback** is provided by  
Moses et  
al.[2]. They describe it as a popular fad and...

...interpret the information for the participant.

Moses et al.'s[2] main argument is that 360 **degree** **feedback** is  
based  
on other people's observations (OPOs) and that such observations are  
often  
incomplete...

...or inference - an expectation of how people should perform. They  
suggest  
using it instead of 360 **degree** **feedback** .

Van Veslor and Wall[21] criticize 360 **degree** **feedback** , but from a  
different perspective. They argue that, when managers are measured  
ipsatively, there may...some forms can take up to 40 minutes to  
complete.

According to Campbell[25], the 360 **degree** **feedback** process can be  
expensive. He approximates that it is ten times more expensive than  
standard reports which usually average at Pounds 10 to Pounds 15 per  
person.

Using 360 **degree** **feedback** for employee development: some lessons

360 **degree** **feedback** is a process which includes peers,  
subordinates  
and, in some cases, customers in the feedback...

...feedback. There is evidence to suggest that employees should receive  
training on the mechanics of 360 **degree** **feedback** in order to  
minimize  
biases and ensure accurate and relevant **feedback** .

360 **degree** **feedback** will succeed in a developmental context only  
where the core values of the organization are...

...is committed to the training and development process as a means of  
enhancing its competitiveness.

360 **degree** **feedback** can be viewed usefully as part of an

organizational learning philosophy. Recent notions of the...  
...feedback systems and the need for continuous improvement.

The instrument chosen as part of the **360 degree feedback** process is critically important. The evidence suggests that a questionnaire which provides feedback on specific...

...types of scales used and whether it is paper- or computer-based.

In conclusion, the **360 degree feedback** process is best used in a developmental context. The evidence suggests that employees give a...

...Management, Vol. 32, Summer/Fall 1993.

3. Hoffman, R., "Ten reasons you should be using **360 degree feedback**", Human Resource Management Magazine, Vol. 40 No. 4, April 1995.

4. Van Veslor, E., Taylor...

...gender and leaders' effectiveness", Human Resource Management, Vol. 32, Summer/Fall 1993.

5. Nowack, K., " **360 degree feedback** - the whole story", Training and Development, January 1993..

6. Tornow, W.W., "Introduction to special issue on **360 degree feedback**", Human Resource Management, Vol. 32, Summer/Fall 1993.

7. London, M. and Beatty, R., " **360 degree feedback** as a competitive advantage", Human Resource Management, Vol. 32, Summer/Fall 1993.

8. Kalpan, R.E., " **360 degree feedback** plus: boosts the power of co-worker ratings for executives", Human Resource Management, Vol. 32...

...1991..

20. Hazucha, J.F., Hezlett, S.A. and Schneider, R.J., "The impact of **360 degree feedback** on management skills development", Human Resource Management, Vol. 32, Summer/Fall 1993.

21. Van Veslor...

8/3,K/9 (Item 9 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

09300858 SUPPLIER NUMBER: 19037497 (USE FORMAT 7 OR 9 FOR FULL TEXT)

How we can make our leaders more effective. (excerpt from 'Breaking Free: A

Prescription for Personal and Organizational Change')

Management Review, v86, n1, p24(2)

Jan, 1997

ISSN: 0025-1895

LANGUAGE: English

RECORD TYPE: Fulltext;

Abstract

WORD COUNT: 1640

LINE COUNT: 00129

... develop basic transition facilitation skills: Attend a good, old-fashioned T-group. Complete a professional 360 - degree feedback instrument. Attend a professional leadership training program. Take evening courses or sign up for special...to have a dialogue. Find a truth teller. Get involved in the leadership of a volunteer organization. Become active in your professional organization. Set up an intensive personal feedback project.

Five...

8/3,K/10 (Item 10 from file: 15)

DIALOG(R)File 15:ABI/Inform(R)

(c) 2005 ProQuest Info&Learning. All rts. reserv.

01684123 03-35113

Transition skills

Noer, David

Executive Excellence v15n8 PP: 14 Aug 1998

ISSN: 8756-2308 JRNL CODE: EEX

WORD COUNT: 573

...ABSTRACT: the development of these essential skills include: 1. Get involved in the leadership of a volunteer organization. 2. Take evening courses or sign up for special programs that teach helping skills. 3. Complete a professional 360 - degree feedback instrument. ...TEXT: will facilitate the development of these essential skills. Get involved in the leadership of a volunteer organization. Managing a volunteer organization is a powerful developmental experience. It removes you from your positional power base and...

...t have to listen to you or tell you what you want to hear. Many volunteer organizations are fractionated, political, and made up of conflicting special interest groups, and yet they...

...relevant skills! Managers will need the same helping skills as other professionals.

Complete a professional 360 - degree feedback instrument. Use an instrument that has a history, validity standards, and norms. Have the results...

8/3,K/11 (Item 11 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01618022 02-69011  
**Show and tell**  
Rubis, Leon  
HRMagazine v43n5 PP: 110-117 Apr 1998  
ISSN: 1047-3149 JRNL CODE: PAD  
WORD COUNT: 2676

...TEXT: host was Sheila Smith, a vivacious stage-show performer and one of many employees who **volunteer** as orientation trainers. Smith tells a variety of amusing and touching stories from her 10...policies.

Management training: mentoring, personal development plans and core training programs for managers; use of **360 - degree feedback** tools.

Compensation and benefits: benchmarking with industry leaders; use of published and customized survey data...

8/3,K/12 (Item 12 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01593000 02-43989  
**Mission possible**  
Carlson, Greg L  
Healthcare Executive v13n2 PP: 52-53 Mar/Apr 1998  
ISSN: 0883-5381 JRNL CODE: HEE  
WORD COUNT: 1289

...TEXT: we accomplished the following objectives.

We developed a new performance evaluation system that incorporated a **360 - degree feedback** process.

We increased tuition reimbursement for all employees. In the past, our tuition reimbursement program...

...the physical fitness of 1,200 adults. We have provided an RN coordinator and 15 **volunteer** physicians to treat 300 patients each month at a local clinic for the poor. We...

8/3,K/13 (Item 13 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

10652796 SUPPLIER NUMBER: 21276801 (USE FORMAT 7 OR 9 FOR FULL TEXT)

Learning across a living company: the Shell companies' experience. (Teaching

Smart Companies to Learn: Organizational Learning Revisited)

Brenneman, William B.; Keys, J. Bernard; Fulmer, Robert M.

Organizational Dynamics, v27, n2, p61(10)

Autumn, 1998

ISSN: 0090-2616

LANGUAGE: English

RECORD TYPE: Fulltext;

Abstract

WORD COUNT: 5641 LINE COUNT: 00459

... of increasing fear and distrust, but also in programs designed to create learning, such as 360 degree feedback programs with which managers must comply. Communication programs must not inhibit learning and communication and...workshops in the U.S. and overseas.

Outside his Shell work, Brenneman serves as a volunteer consultant

with the University of Houston Center for Organizational Research and Effectiveness, including work with...

8/3,K/14 (Item 14 from file: 20)

DIALOG(R)File 20:Dialog Global Reporter :

(c) 2005 Dialog. All rts. reserv.

01445851 (USE FORMAT 7 OR 9 FOR FULLTEXT)

PR Newswire National Summary, Wed., April 22, 10:00 to 11:00 A.M. EST

PR NEWSWIRE

April 22, 1998 12:17

JOURNAL CODE: WPRW LANGUAGE: English RECORD TYPE: FULLTEXT

WORD COUNT: 1376

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... w bc-DC-Christmas-in-April

(WASHINGTON) Tenth Annual National Rebuilding Day; 2.2 Million

Volunteer

HSW014 10:13 r f bc-TX-EDS-appt-VP-HR

(PLANO) Robert B. Mintz...

...Industries Acquires Driver's Mart Worldwide

DEW021 10:18 r f bc-MI-Seib-360- degree

(LIVONIA) Companies Use Unique 360 - Degree Feedback System To Attract

CGW033 10:19 r f bc-Mavesa-Letter-Intent

(CARACAS) Mavesa And...

8/3,K/15 (Item 15 from file: 15)

DIALOG(R)File 15:ABI/Inform(R)

(c) 2005 ProQuest Info&Learning. All rts. reserv.

02329120 86921025

Whose career is it anyway? Options for career management in



flatter

**organisation structures**

Whymark; Kathryn; Ellis, Steve

Career Development International v4n2 PP: 117-120 1999

JRNL CODE: CDVT

WORD COUNT: 2185

...TEXT: made. Perceptual accuracy in this case can be improved when employees divulge weaknesses and elicit **feedback** from **360 degree feedback** including peers, managers and in some cases suppliers and customers. There is also a growing...every other adult works at least three

- and often five hours a week as a **volunteer**. Drucker (1995) contends that these volunteers see this work as being a parallel career to...

...performance and on career opportunities for advancement. He says that

above all, they see in **volunteer** work, access to achievement, to effectiveness and self-fulfilment.

One of the major ironies of...

8/3,K/16 (Item 16 from file: 15)

DIALOG(R)File 15:ABI/Inform(R)

(c) 2005 ProQuest Info&Learning. All rts. reserv.

02007969 49502413

**Organizational diplomacy: The bridge for managing diversity**

Gilbert, Jacqueline A; Ivancevich, John M

HR. Human Resource Planning v22n3 PP: 29-39 1999

ISSN: 0199-8986 JRNL CODE: HRP

WORD COUNT: 5848

...TEXT: numbers of women and racial minorities recruited, mentored, retained, and promoted, along with results from **360 - degree feedback**.

In this firm 25 percent of bonus and salary increases were tied to attainment of...a variety of individuals. Majority managers were expected

to belong to either an inner-city **volunteer** group or a governing board in

which they were a minority, while non-managers received...

8/3,K/17 (Item 17 from file: 15)

DIALOG(R)File 15:ABI/Inform(R)

(c) 2005 ProQuest Info&Learning. All rts. reserv.

01767011 04-18002

**Tools for cultivating constructive feedback**

Bookman, Robert

Association Management v51n2 PP: 73-79 Feb 1999

ISSN: 0004-5578 JRNL CODE: AMG

WORD COUNT: 2243

...TEXT: can enable all staff to get the feedback needed to deliver a

topnotch performance.

Using 360 - degree instruments

Multirater feedback mechanisms- 360 - degree instruments-came into practice in the 1950s, and approximately 22 percent of organizations with more than 500 staff now use them regularly, according to the book 360 -

Degree Feedback , by Jones and Bearley (1996, Lakewood). A 1997 comprehensive literature study of 360-degree instruments...

...fail to recognize about our less visible qualities: our behavior, talents, attitudes, potential."

The term 360 - degree feedback refers to the practice of gathering and processing multirater assessments on individuals and then feeding...

...rating), his or her boss, and several peers and subordinates. The ASTD

study recommends that 360 - degree feedback reports be confidential (between supervisor and respondent) and that an outside consultant deliver assessment feedback...

...regarding training for his senior staff and himself. After some discussion, we decided that a 360 - degree feedback and coaching intervention would have the most lasting effect. Garritson agreed to go first and...

...conflict;

negotiating; and

influencing and leading.

Before our initial feedback session, I sent Garritson his 360 - degree feedback results and a short workbook with questions about his perception of himself and how others...  
...requested assistance.

Garritson's senior leadership team subsequently chose to develop their skills through similar 360 - degree feedback and coaching. Says Garritson, "Not to give my leaders the advantage of 360 - degree feedback would have done them, me, and my customers a disservice. How can we grow and...

...is needed?"

Taking advantage of the feedback

Perhaps one of the most creative uses of 360 - degree feedback was by the chief executive officer of a large New York association. She invited 15

...develop and implement a strategic plan that will set the future direction for the association, **volunteer** leadership, and chapter network.

3. Manages the association's finances-including budgets, reserves, cash flow...

8/3,K/18 (Item 18 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02517193 183839181  
**Post Office Consulting delivers flexible careers**  
Holbeche, Linda  
Human Resource Management International Digest v8n6 PP: 14-16  
Sep/Oct  
2000  
ISSN: 0967-0734 JRNL CODE: HRMD  
WORD COUNT: 1106

...TEXT: mail publication, Post Office Consulting News, provides information about planned projects for which individuals can **volunteer**

The newsletter also publicizes requests for help or knowledge for existing projects.

Every Post Office...

...of networking to match skills to projects.

The organization reviews leadership qualities annually, based on **360 - degree feedback**. Employees can opt for anonymous feedback or face-to-face feedback from a third party...

8/3,K/19 (Item 19 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02064891 60240120  
**The Sydney challenge**  
Sunoo, Brenda Paik  
Workforce v79n9 PP: 70-76 Sep 2000  
ISSN: 1092-8332 JRNL CODE: PEJ  
WORD COUNT: 1803

...TEXT: models of management behaviors. HR ran a workforce opinion survey over two years to foster **360 - degree feedback** for managers. Also, monthly staff meetings established employee links to Olympic committee CEO Sandy Hollway...

...the call for Australians from the community at large. This roundup

was  
for the general **volunteer** positions. Registration laid down the following  
conditions: potential volunteers must be prepared to work  
for...diversity  
efforts in several ways: programmatic inclusion, respect of Aboriginal traditions and a specific employment/ **volunteer** outreach.

In keeping with bid commitments, SOCOG established an Aboriginal and Torres Strait Islander Relations...  
...HR duplication in recruitment, training, and recognition by not separating the functions according to "paid, **volunteer** , or contractor" categories.

The manuals, which will be sold as a corporate product, were assembled...

...Catriona Byrne. At the opening ceremonies on September 15, she's scheduled to be a **volunteer** , just like one of the thousands of people she's hired. Byrne will be an...

8/3,K/20 (Item 20 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02017131 52983708  
**Public sector organizations: Today's innovative leaders in performance management**  
Grote, Dick  
Public Personnel Management v29n1 PP: 1-20 Spring 2000  
ISSN: 0091-0260 JRNL CODE: PPM  
WORD COUNT: 7989

...TEXT: performance management system is increasingly linked with compensation, development, and perhaps even an agency's 360 - degree **feedback** system. Many are also finding innovative ways to use technology  
for just-in-time (JiT...the city manager in conjunction with personnel to  
decide who will be panelists. Panelists can **volunteer** others, **volunteer**  
themselves, and supervisors can recommend. The city ended up with more volunteers than they were...

8/3,K/21 (Item 21 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01999926 51468448  
**Feedback effectiveness: Can 360 - degree appraisals be improved?**  
DeNisi, Angelo S; Kluger, Avraham N  
Academy of Management Executive v14n1 PP: 129-139 Feb 2000

**Feedback effectiveness: Can 360 - degree appraisals be improved?**  
...TEXT: selves as being too great, and so we give up. So for example, when  
a **volunteer** in a homeless shelter learns that he or she has helped someone, this positive feedback...on persons with low self-esteem, and managers should seek ways to minimize this effect.

#### **Feedback Issues in 360 - Degree Appraisal Systems**

Complete 360-degree or multisource appraisals are now being used by more than...

...systems, while demonstrating how to use our model as a diagnostic tool with any organizational **feedback** intervention. Multisource or **360 - degree** appraisals have generated a great deal of interest among practitioners as well as scholars, and...aspects of typical 360-degree systems that we believe will make them less effective as **feedback** interventions.

#### **Are 360 - Degree Appraisals Effective Feedback Mechanisms?**

We have stressed the point that feedback interventions are more likely to be effective...

...which can lead to many problems and reduce employees' willingness to change their behavior following **feedback**.

In many organizations, **360 - degree** appraisals are administered only once, and then never repeated.<sup>29</sup> This makes it impossible for...<sup>62: 624-627</sup>  
(the presence of goal setting).

"From Antonioni, D. 1996. Designing an effective **360 - degree** appraisal **feedback** process. Organizational Dynamics, 25(2): 24-38.

<sup>20</sup> For three very recent papers in this area see: Waldman, D. A., Atwater, L. E., & Antonioni, D. 1998. Has **360 degree feedback** gone amok? The Academy of Management Executive, 12: 86-94; Borman, W. C. 1998. 360...  
...FL; and Hazucha, J. F., Hezlett, S. A., & Schneider, R. J. 1993. The impact of **360 - degree feedback** on management skills

development. Human Resource Management, 32: 325-351; and the review by London...Other people's expectations. Human Resource Management, 32: 283-298; and Kaplan, R. E. 1993. **360 - Degree Feedback PLUS: Boosting**

the power of co-worker ratings for executives. Human Resource Management,  
32: 299...

8/3,K/22 (Item 22 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

13399042 SUPPLIER NUMBER: 71361336 (USE FORMAT 7 OR 9 FOR FULL TEXT)

**Boundary Management Tactics and Logics of Action: The Case of Peer-Support**

**Providers.(Statistical Data Included)**

Bacharach, Samuel B.; Bamberger, Peter; McKinney, Valerie  
Administrative Science Quarterly, 45, 4, 704  
Dec, 2000

DOCUMENT TYPE: Statistical Data Included ISSN: 0001-8392

LANGUAGE: English RECORD TYPE: Fulltext

WORD COUNT: 17550 LINE COUNT: 01514

... peer volunteers in work organizations. We explore the types of boundary management actions adopted by **volunteer** peer-support providers

and attempt to explain the tactical intent underlying the selection of such

...in larger bases), we sought to interview at least one male and one female peer **volunteer**. Working with the union, we succeeded in interviewing all of those volunteers we wanted to...151. Newbury Park, CA:

Sage.

Tornow, W., and M. London

1998 Maximizing the Value of 360 - Degree Feedback : A

Process

for Successful Individual and Organizational Development. San Francisco:

Jossey-Bass.

Turner, R. J...

8/3,K/23 (Item 23 from file: 16)  
DIALOG(R)File 16:Gale Group PROMT(R)  
(c) 2005 The Gale Group. All rts. reserv.

09038084 Supplier Number: 78805334 (USE FORMAT 7 FOR FULLTEXT)

**Good work.(how companies manage finance employees)**

Harris, Roy

CFO, The Magazine for Senior Financial Executives, v17, n11, p47  
Sept, 2001

Language: English Record Type: Fulltext

Document Type: Magazine/Journal; Professional Trade.

Word Count: 4253

... forecasting and planning for the merchant business. "We've selected

mentors, and we're doing 360 - degree feedback ;' says Patmore. "But what we're really trying to do is retain employees and create...she has

raised two sons. And having four hours of work time per month to  
**volunteer**

has also been enriching, she says, especially a recent project in  
which  
the majority of...

8/3,K/24 (Item 24 from file: 16)  
DIALOG(R)File 16:Gale Group PROMT(R)  
(c) 2005 The Gale Group. All rts. reserv.

09013567 Supplier Number: 78525523 (USE FORMAT 7 FOR FULLTEXT)  
**Cargill, First Data And FleetBoston Financial Recognized As Best  
Workplaces  
for Finance Professionals.**

PR Newswire, pNA  
Sept 24, 2001  
Language: English Record Type: Fulltext  
Document Type: Newswire; Trade  
Word Count: 1077

... for time off. Its 1,300 finance employees enjoy two days off  
per  
year to **volunteer** for organizations of their choosing, are trained in  
customer service and communicate via a quarterly...

...dimensions of the program. They are:

\* Innovation -- First Data Corporation, again -- for  
initiatives  
such

as **360 - degree feedback**, maintaining HR staff exclusively  
within  
finance, and conducting CFO-directed employee satisfaction  
surveys  
every 18...

8/3,K/25 (Item 25 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02559970 252546941  
**Leadership development in UK companies at the beginning of the twenty-  
first  
century: Lessons for the NHS?**  
Alimo-Metcalfe, Beverly; Lawler, John  
Journal of Management in Medicine v15n5 PP: 387-404 2001  
ISSN: 0268-9235 JRNL CODE: MIM  
WORD COUNT: 7385

...TEXT: the views of stakeholders such as customers/clients/service  
users,  
suppliers, etc. are included in **360 /450 degree feedback**  
processes.

The literature also suggests that there should be a focus on business  
results and...probably those who least need it, while those most in  
need of

it do not **volunteer** themselves. At a personal level too there are constraints - people with busy careers, working long...

8/3,K/26 (Item 26 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02397678 115923735

**360[degrees] feedback process: performance, improvement and employee career development**

McCarthy, Alma M; Garavan, Thomas N  
Journal of European Industrial Training v25n1 PP: 5 2001  
ISSN: 0309-0590 JRNL CODE: JEU  
WORD COUNT: 18755

...TEXT: itself is to evaluate the past performance of the individual concerned: On the other hand, **360 [degrees] degree feedback** is usually used primarily in organisations as a development tool for the learner. The most...feedback need to be determined. In the literature, it is espoused that the employees should **volunteer** to participate in the programme. Mandatory participation can be threatening and the effectiveness of the... 1993), Employee Involvement, Sage Publications, Newbury Park, CA.

20. DeNisi, A. and Kluger, A. (2000), "**Feedback** effectiveness: can **360 - degree** appraisals be improved?", Academy of Management Executive, Vol. 14 No. 1, pp. 129-39.

21...  
...Vol. 67 No. 1, pp. 45ff.

33. Garavan, T., Morley, M. and Flynn, M. (1997), "**360 - degree feedback** : its role in employee development", Journal of Management Development, Vol. 13 No. 2 & 3, February/March, pp. 134-48.

34. Ghorpade, J. (2000), "Managing five paradoxes of **360 - degree feedback** ", Academy of Management Executive, Vol. 14 No. 1, pp. 140-50.

35. Graddick, M. and...Organizational Psychology, Montreal.

40. Hazucha, J., Hezlett, S. and Schneider, R. (1993), "The impact of **360 - degree feedback** on management skills development", Human Resource Management, Vol. 32 Nos. 2 & 3, Summer/Fall, pp...

...December, pp. 764-6.

42. Hoffman, R. (1995), "Ten reasons why you should be using **360 -**



degree

feedback ", HR Magazine, Vol. 40 No. 4, April, pp. 82-6.

43. Holzbach, R. (1978), "Rater...44-53.

115. Carless, S., Mann, L. and Wearing, A. (1998), "Leadership, managerial

performance and 360 - degree feedback ", Applied Psychology: An International Review, Vol. 47 No. 4, pp. 481-96.

116. Cawley, B...

...C., Fecteau, J, Schoel, L., Russell, J. and Poteet, M. (1998)

"Reactions

of leaders to 360 - degree feedback from subordinates and peers", Leadership Quarterly, Vol. 9 No. 4, December, pp. 427-48.

124...

...46.

126. Fletcher, C., Baldry, C. and Cunningham-Snell, N. (1998), "The psychometric properties of 360 degree feedback : an empirical study

and a cautionary tale", International Journal of Selection and Assessment,

Vol. 6...

...assessments", HR Magazine, Vol. 43 No. 6, May, pp. 106-12.

132. Heisler, W. (1996), " 360 - degree feedback : an integrated perspective", Career Development International, Vol. 1 No. 3, pp. 20-3.

133. Hugget, M. (1998), " 360 - degree feedback , great expectations",

Industrial and Commercial Training, Vol. 30 No. 4.

134. Hurley, S. (1998) "Application...7-18.

153. Steensma, C., Gould, L and Moseley, C. (1998), "Using a group-based

360 degree feedback process to facilitate the merger of four marketing

units at Disney Networks US", Human Resource...

...June, pp. 288-309.

160. Wimer, S and Nowack, K. (1998), "Thirteen common mistakes using 360 -

degree feedback ", Training and Development, Vol. 52 No. 5, May, pp. 69-79.

161. Yammarino, F and...

8/3,K/27 (Item 27 from file: 15)

DIALOG(R) File 15:ABI/Inform(R)

(c) 2005 ProQuest Info&Learning. All rts. reserv.

02237984 84695599

**What you need for a strategic HR plan**

Anonymous

Workforce v80n10 PP: 78-81 Oct 2001

ISSN: 1092-8332 JRNL CODE: PEJ

WORD COUNT: 2432

...TEXT: president for Personnel Decisions International Corp. (PDI):

Assuming that this perception has been communicated through 360 -  
**degree**

**feedback** or some method in which the supervisor does not know whose  
perception this is, she...manner. I am trying to switch to a team-based  
culture by inviting people to **volunteer** for the first project I was  
clear  
about the project requirements, resources needed, and project...

8/3,K/28 (Item 28 from file: 15)

DIALOG(R)File 15:ABI/Inform(R)

(c) 2005 ProQuest Info&Learning. All rts. reserv.

02164053 73091752

**Employee, sculpt thyself...with a little help**

Joinson, Carla

HRMagazine v46n5 PP: 60-64 May 2001

ISSN: 1047-3149 JRNL CODE: PAD

WORD COUNT: 2703

...ABSTRACT: survey. That dissatisfaction was linked largely to  
employee

development components such as leadership development, coaching, 360 -  
**degree feedback** and development planning. A factor that can  
complicate

employee development is that the term does...

...TEXT: PDI). That dissatisfaction was linked largely to employee  
development components such as leadership development, coaching, 360 -  
**degree feedback** and development planning.

Further, in a 1998 survey of IT workers by PDI, more than...

...of respondents said they'd be more likely to stay with a company  
that

offered 360 - **degree feedback** , only 12.5 percent were currently  
receiving it.

More Than Classroom Work

A factor that...

...to gain a competency to be in line for the next promotion. "That  
employee can **volunteer** for an on-the-job project, the manager can add  
more responsibilities to the present...Another way her department adds  
value, says Cliff, is by reviewing the evaluations from its 360 -  
**degree**

**feedback** program. "We may get back with a manager who has identified a

problem with an...

8/3,K/29 (Item 29 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02158035 72362635

Information policy: Shaping the value of agency relationships  
Jacobides, Michael G; Croson, David C  
Academy of Management. The Academy of Management Review v26n2 PP:  
202-223

Apr 2001  
ISSN: 0363-7425 JRNL CODE: AMR  
WORD COUNT: 13345

...TEXT: to the most efficient goals (von Hayek, 1945). IP issues will  
arise even in a **volunteer** organization staffed by altruists when  
excessive monitoring of particular dimensions leads to suboptimal  
actions;  
for...Economic Review, 35: 519-530.

Waldman, D. A., Atwater, L. E., & Antonioni, D. 1998. Has **360 degree  
feedback** gone amok? Academy of Management Executive, 12(2): 86-94.

Williamson, O. E. 1975. Markets...

8/3,K/30 (Item 30 from file: 613)  
DIALOG(R)File 613:PR Newswire  
(c) 2005 PR Newswire Association Inc. All rts. reserv.

00645876 20010924DCM021 (USE FORMAT 7 FOR FULLTEXT)  
**Cargill, First Data FleetBoston Best Finance Workplacesh**  
PR Newswire  
Monday, September 24, 2001 09:48 EDT  
JOURNAL CODE: PR LANGUAGE: ENGLISH RECORD TYPE: FULLTEXT  
DOCUMENT TYPE: NEWSWIRE  
WORD COUNT: 1,055

TEXT:  
...for time  
off. Its 1,300 finance employees enjoy two days off per year to  
**volunteer**  
for  
organizations of their choosing, are trained in customer service and  
communicate via a quarterly...

...dimensions of the  
program. They are:

\* Innovation -- First Data Corporation, again -- for  
initiatives  
such  
as **360 - degree feedback**, maintaining HR staff  
exclusively  
within

finance, and conducting CFO-directed employee satisfaction surveys every 18...

8/3,K/31 (Item 31 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
(c) 2005 Dialog. All rts. reserv.

18139120 (USE FORMAT 7 OR 9 FOR FULLTEXT)

**The Future Of Work Systems**

To leverage its human capital, the corporation of tomorrow would need to

build superlative work systems that facilitate individual and collective excellence.

Paroma Roy Chowdhury

BUSINESS TODAY (INDIA), p91

January 07, 2001

JOURNAL CODE: WBTI LANGUAGE: English RECORD TYPE: FULLTEXT

WORD COUNT: 2936

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... are already being rated on their ability to develop and retain talent. The system of 360 - degree feedback could, in fact, become a norm-like it is at Gillette and Ballarpur Industries (BILT...and its subsidiary Agilent Industries, 40 days of skill training are mandatory and employees could volunteer for more.

Yet others like SmithKline Beecham Consumer Healthcare are employing tools like mentoring to...

8/3,K/32 (Item 32 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

14119865 SUPPLIER NUMBER: 80748896 (USE FORMAT 7 OR 9 FOR FULLTEXT)

**Meeting the panelists, purchasing laboratory instruments, and time management for meetings. (Management Q&A).**

Frings, Christopher S.

Medical Laboratory Observer, 33, 11, 22(4)

Nov, 2001

ISSN: 0580-7247 LANGUAGE: English RECORD TYPE: Fulltext

WORD COUNT: 4088 LINE COUNT: 00317

... down method of performance appraisal replaced by a more motivating tool, perhaps modeled on a 360 - degree feedback system. Her current position provides its own unique set of challenges, including

compliance

and other...to move into management.

\* If you think the meeting is poorly run and nonproductive,  
privately volunteer to the meeting leader to help with the agenda,  
take  
minutes,  
?

**Recent Searches**[Close window](#) | [Help](#)Add terms to your search using:  

2. (employee feedback volunteer review) AND PDN(<5/31/2001)

*Database:*Multiple databases...

*Look for terms in:* Citation and abstract

*Publication type:*All publication types

1 result

Add to Search

Set up Alert

1. (employee feedback performance review) AND PDN(<5/31/2001)

*Database:*Multiple databases...

*Look for terms in:* Citation and abstract

*Publication type:*All publication types

390 results

Add to Search

Set up Alert

[Close window](#) | [Help](#)

JS 10-12-05